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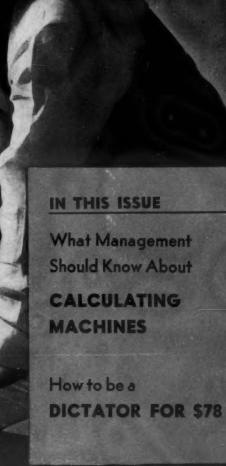
MAY 1 0 1952

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Management

methods

PRACTICAL SOLUTIONS TO PROCEDURAL PROBLEMS

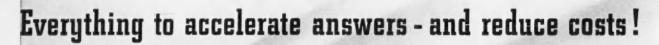


The Facts About Management Consultants

ROUTE See pages

To sel pages To

To see pages



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Accounting Machine



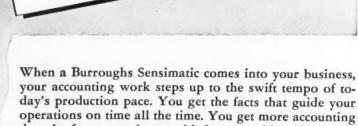


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methods

MAY, 1952

VOL. 1, NO. 6

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COVER PICTURE: Taken from the National Association of Manufacturers Vocational Guidance Booklet, "Your Opportunity in Management."

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CHICAGO 11-612 North Michigan Ave., MOhawk 4-0709. John W. Vaughan, Mgr.

LOS ANGELES 5-Robert W. Walker Co., 2330 West Third Street, Dunkirk 7-4388.

SAN FRANCISCO 4—Robert W. Walker Co., 57 Post Street, Sutter 1-5568.

Subscriptions: In United States and Possessions, one year \$5.00. Canada one year \$6.00. Single copies \$.50.

Published monthly by Management Magazines Inc., 141 East 44th Street, N. Y. 17, N. Y., MU 7-0583. Copyright, 1952 by Management Magazines Inc. Accepted for mailing under Section 34-64 P.L. & R. at United States Post Office, East Stroudsburg, Pa.



"Hold on a second-I've got it night here."

HERE'S one executive who isn't caught without the facts when something big is in the making. He knows that in business today, *time* is the most critical factor. He's taking no chances on missing a sale or damaging customer relations because of delay in locating correspondence or other records.

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Positive control over all papers out-of-file, and simple automatic follow-up of letters in file.

This is only one of Shaw-Walker's eight "time-engineered" finding systems for records of any kind, whether in one drawer or 1,000.



The booklet, "Time and Office Work," is packed with ideas for stretching office time. A wealth of information on "time-engineered" office systems and equipment. 36 pages! Many color illustrations! Write today, on business letterhead to: Shaw-Walker, Muskegon 20, Michigan.



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Business today needs competent secretarial help badly.*

So . . . a word to the wise executive . . . make your secretary's job easier with SoundScriber. This versatile, tireless dictating equipment with its exclusive 'Television Indexing' works wonders in streamlining every business day. You and your secretary save valuable hours of personal dictation . . . work better, get more done, faster and with less nervous strain. Thousands of businessmen like yourself have found the answer to their secretarial problem in SoundScriber. Write for information today . . . SoundScriber Corp.,

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*Recent business surveys show good secretaries are hard to find and keep.

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"I think..."

PROS AND CONSTOTHE EDITOR

Storage vs. microfilm

Dear Mr. Editor:

I have just completed your article "How to Handle Inactive Records" in the *April 1952* issue. You tend to minimize the value of records storage in cardboard cartons on steel shelving and to emphasize the use of microfilm. It has been found that the former method of storage is far cheaper and superior to microfilming which does not pay off in less than ten years. This fact has been verified by studies of the National Records Management Council and ourselves.

JOHN F. X. BRITT Office Practices Section Ford Motor Company

Editors Note: This is one of several letters received on the same subject. A definitive article will appear in an early issue, reporting one of the largest record storage and retention programs ever conducted by a private company. Comparative figures on microfilming vs. shelving will be shown.

Correct seating comfort

Dear Mr. Editor:

There are two or three definitely wrong impressions conveved by your article on posture chairs, (*Feb*. METHODS), which I should like to call to your attention.

First, in the text, the statement is made that for a period of some time the average person who first uses a posture chair will be distinctly uncomfortable. That is not correct in our experience. Our dealers have sold a great many posture chairs on their floors because a customer would move from one chair to another and choose one because it was more comfortable. While we are, of course, not intimately familiar with all competitive posture chairs, nevertheless, those with which we are familiar, save one, are comfortable when first used. We have heard of that argument being used as a clever sales point to cover up the hardness or discomfort of a chairin our own case at least, it has never been necessary.

Next, let's take the little drawing at the top of the article (See cut) which is entitled "correct seating comfort." Even making allowance for artistic liberties, the back rest on that chair is not at the proper position for correct seating comfort or for correct seating either. Clerical posture chairs of the type shown, when properly designed and adjusted, should support the back in the lumbar region—what you and I call the small of the back. The back rest in your sketch is snugly up against the hip bones—the skeleton itself is quite capable of support at that point but the top of the back rest would definitely dig into the small of the back, probably with eventual acute discomfort.

The little sketches at the bottom of the page are fine as far as they go but they omit one distinct type of posture chair and overlook one disadvantage of the type shown. Until recently, only one chair manufacturer made a posture chair in which the seat tilted slightly, independently of, but in distinct relationship to, the tilt of the back. The idea of this system was to eliminate a



tendency for the body to slide forward out of the chair when the sitter leaned back. With this mechanism, the front of the chair rises approximately a half inch while the back dips considerably more than that to eliminate the natural bracing against the slanting motion. This feature, covered by a patent, has been made available to other chair manufacturers and is not currently an exclusive feature of any one. It is quite important.

Laurence A. Bush Vice President, Sales The Sikes Company, Inc.



CONTROLLERSHIP FOUNDATION, INC.

Controllers Institute I East 42nd Street New York I7, New York

The Controllership Foundation is the research arm of the Controllers Institute. The material presented in this article was drawn from a study they made in 61 companies located in 25 cities in the East and Midwest.

All of their research was done by personal interviews. The results are published in a brochure called "BUSINESS CONSULTANTS — Their Uses and Limitations."

What are the facts about

Management Consultants?

CURSED AND BLESSED; THEY ARE WORTH THE EXPENSE

fabricating company found themselves in the position of having too large a backlog of unfilled orders and not being able to maintain satisfactory delivery schedules.

While searching for outside assistance to help step up production with existing facilities, they began to receive sales letters from a consultant. These letters were followed by several visits from a sales representative of the consultant, who impressed the executives very favorably, and the consulting firm was engaged.

The company failed to have clearly defined the amount and scope of the work to be undertaken, with the result that almost every phase of the operations was being covered by the consultant at one time but none completed, causing the company to become dissatisfied with the progress of the assignment.

Because the consultant was being paid on a per diem basis, his fee grew to a considerable amount — more than the company had originally estimated it might be. When the survey was finally completed, overall results were unsatisfactory. The company felt this was due to the consultant in charge of the job. It also felt that it should have had the scope and the extent of the work clearly defined before beginning, with a reasonable estimate of the expenses that might be involved.

Who Was Wrong?

The above case history is so typical of what *might* happen to the average company hiring outside help, that it

WHY DO COMPANIES USE CONSULTANTS?

Because . . .

Management does not have the time and/or the staff to do the job.

Management has tried to solve the problem and failed.

Management requires outside assistance for political or organizational reasons.

Management wants a "fresh look" by an outsider.

Management is confronted by a problem with which it is not familiar.

Management wants information not formerly available in the business (as market analyses, etc.).

is worthwhile to analyze the mistakes of both parties before judging.

The company, to its disadvantage, committed a fundamental error in not defining exactly what it wanted the consultant to do. Next, they arranged to pay for the work on a per diem basis with no clear understanding of how much time the job would take. Third, and most dangerous, they retained the firm after interviewing its *sales* representative without first determining who would handle the assignment, his qualifications, and his previous experience with the type of job they had to do.

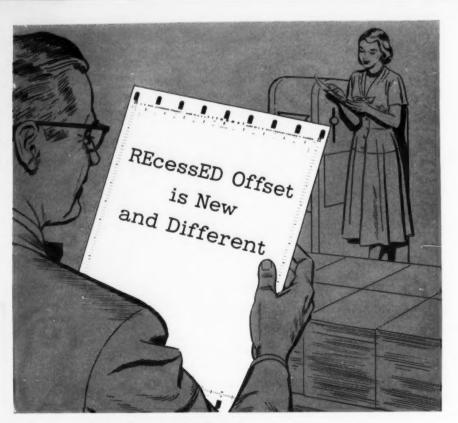
The consultant was not without fault. Ethically, he should have demanded a clear-cut definition of the scope of his job. He should have insisted upon being permitted to finish the project for which he was retained before being diverted to other problems. He should certainly have given his client a probable cost and, to avoid the risk of being accused of padding his fees, indicated that each diversion would increase the over-all price for his services.

Selecting a Consultant

Choosing the *right* consultant, once the decision to use an outsider is made, is of great significance in successful consulting assignments. In common with other business organizations, there are good, bad, and indifferent consultants. In addition, a consultant who successfully handled an inventory control assignment in a plastics plant, may not be the best one to call in for the personnel problem of a textile company.

The first step, of course, is to check the general reputation of any firm before you retain it. Your bank, or your trade association if you have one, can assist you here. Obtain a list of present and past clients—with emphasis on those with problems similar to yours—and see them personally to get their reaction.

If you're satisfied in these respects, find out what man or men will actually handle your assignment. The Controllership Foundation discovered a strong feeling among executives that there is often a significant difference in ability between the men who



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make the original contact with the company and those who actually do the consulting job. The comment was made a number of times that the consultant's good men were "spread too thin among several jobs at the same time."

What is a Proper Fee?

Three methods of payment are generally used:

1) The per diem fee—the most commonly used basis, ranges from \$50 to \$150 per day per man, depending upon the experience and reputation of the individual and the firm of which he is a member.

2) The lump-sum method—this is most typical for an exploratory study by the consultant to ascertain the nature and scope of the problem under consideration.

3) Retainer fee—runs in the neighborhood of \$150 to \$250 per month (and occasionally higher) and is employed by those companies desiring a continuing relationship.

Unfortunately, there is no way of "guaranteeing" a satisfactory return for your investment. But you have a right to expect a fairly accurate estimate of the total cost of a proposed assignment. In fact, the ability of a consultant to estimate the cost of a job may be construed as an indication of his experience in the task to which he is to be assigned.

Getting a Good Job Done

As mentioned above, before any work is started, there should be a mutually acceptable definition of the problem, an agreement on the estimated cost of the work to the company, a rough time-table of performance for the consultant; and, if possible, a statement of foreseeable benefits accruing to the company.

Once a consultant is retained, he should be treated as a member of management and be thoroughly and honestly briefed. It's a good policy to advise all company personnel, likely to become involved, of the object of the survey. When possible, they should be brought into the preplanning of the work. This takes the consultant out of the unenviable position of being thought of as a "spy."

For example, the controller of a medium-size company had reason to believe that management could be more effective if certain figure control systems were installed in the company's plant. The production head did not agree with this suggestion; however, the president of the company gave his approval for a consultant's study and recommendations. The consultant was to work under the controller's direction.

The consultant was not informed in any detail of the company background to the problem because, as the controller stated, "I didn't want to prejudice him in advance." However, the controller and the consultant discussed the technical details of the problem at some length before the consultant began his study.

After a considerable period of time, the consultant presented his recommendations to management. He stated that his work had been hampered by the resistance he had encountered.

The consultant's recommendations were never adopted and the organization experienced considerable friction for some time after his departure.

Relationship With Management

One plant manager whose predecessor had relied heavily on consultants to make normal management decisions, stated that his policy was to install consultants in his organization so that they "report to a management member, not to me. Then I listened to the management man and never see the consultant. I can't run the risk of weakening my executive organization—which I think is tops—by seeming to set the consultant up at my right ear."

It's also important to remember that while companies often use consultants to save the trouble and expense of creating a staff to handle a special problem, this does not mean that the use of a consultant will not place extra demands on the company's executive and employees. The most successful consultant jobs are accomplished *not* by the men who are "cut loose to come up with a recommendation," but by consultants who spend considerable time in working with the company's own people.

How to be a "Dictator" for \$78



NEW METHODS DEVELOPMENT THAT REDUCES BOTH EXECUTIVE AND CLERICAL COSTS

COMPARATIVE COST

Network vs. Individual Machines When Five Dictating Stations are Required

Network

- \$760 cost for central recorder and one dictating station
- 312 cost for four more individual dictating stations @ \$78 each
- 150 wiring @ \$30 per station average
- \$1222 TOTAL

Individual machines





Editor's Note: An important revolution is taking place in dictating techniques. Three major companies have already released "network" systems. Others are about to announce theirs. METHODS believes this to be one of the most significant developments in office-mechanization since the War, for those firms that can properly apply it.

In the last few years, as the general flow of paper work has increased, more and more people in the average office have become "dictators." For one thing, the work load on top management has demanded that lower echelon employees be permitted to write and sign under the company letterhead. More important, interoffice communication has snowballed. As business becomes more complex, communications must increase in velocity and volume.

For the spoken word, intra-company systems have become commonplace. For the written word, dictating machines have become increasingly popular. The post-war clerical shortage has speeded up this trend.

In the case of dictating equipment, paradoxically, equipment costs have risen rapidly. The introduction of electronic machines not only improved the quality and efficiency of this equipment, it also doubled its cost.

Enter the "Network"

The dictating network is a major step in the other direction cost-wise. Its principle is simple. Put a dictating "phone" on the desk of the dictator and pipe his voice by wire to a central recorder. A single typist mans the recorder and handles the typing for all phones feeding into her machine.

The cost results are immediately apparent, as the figures on this page show. (See left).

It's easy to see that the low cost of adding a dictating station to a network immediately opens the number of new stations that can be created, and new machine dictators developed, without jumping costs beyond reason. But cost in terms of equipment alone is not the only factor that recommends consideration of network dictating.

Cost-Account Other Factors

Let's take a look at what happens in the average office equipped with several individual dictating machines. Early in the morning the dictator starts a new record or belt. He uses only a portion of the media. Perhaps he's interrupted or decides to wait until later to see if anything more comes in that day to be put on his machine. In spite of the fact that frequent pickups of finished dictation may be made throughout the day, he probably waits until 4 o'clock before he decides that he's finished dictating.

The typist who handles recordings for a group of dictators has a sporadic work load during the day. At 4, she's inundated. While it is true that the overload will keep ber busy for most of the next day, unfortunately the material dictated will not be processed until 24 hours after its origination. The network system eliminates this lag. Work is processed by the typist almost immediately after it is dictated. The so-called "signature return" is often less than an hour.

What About Busy Lines?

Inevitably, the man who must make the decision as to whether or not his company will purchase a network system or individual machines thinks of his boss. He knows that no two dictators feeding the same recorder can dictate at the same time. He imagines Mr. Big reaching for his dictating instrument only to find the second assistant to the chief engineer is using it. He can almost hear the crash of breaking glass as the phone goes out the window.

This problem is handled in several ways. For one thing, if Mr. Big is volatile, and voluble, he may be equipped with his own machine and probably has his own secretary on the spot for personalized service. The same typist at the recording station can handle his records or belts. What's more, since he is a heavy dictator, he should probably have a personal machine.

The busy line factor is not nearly as critical as it might appear, however. Machine load is calculated much as the phone company figures the ratio of trunk lines to extensions. Study has shown, for example, that the odds are six to one against finding a line busy in the average network installation. Here's how the odds are figured. A single central recorder can com-

DESK-TOP ORGANIZER

The purpose of the Desk-Top Organizer is to preserve the maximum of desk area as a working surface while providing a place for tools of activity at arms length. It solves the problem of "How to keep your desk uncluttered" and "How to be most efficient with least effort."

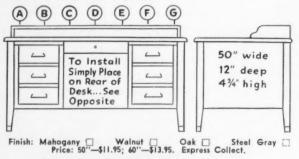
Illustration below shows the area available for holding matters in process or for reference while keeping the working surface of desk clear.

An Actual Example of Use

IA-B-C, etc. shows disposable area; no dividers—no pigeon holes!

A Secretary's Use: Folders on pending matters, Sundry accessories, i.e.; pens, pencils, glass eraser, stamp pad, etc.; Cabinet holding literature, etc.; Cabinet for forms; Record Book; Work in process.

An Executive's Use: Letter tray; Exec. Portfolio; Folders on sales and Ad plans in process; Folders on production plans in process; Folders on sundry matters in process.



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If you have the phone problem of safe-guarding privacy, providing office quiet or improving hearing, write for literature on HUSH-A-PHONE. Snaps on mouthpiece; Wt. 5 ozs. \$10.00 pp.

[Circle 254 for more information]

When something has been done a particular way for 15 or 20 years, it is a pretty good sign, in these changing times, that it is being done the wrong way.





Typical dictating station. No privacy needed. Just lift the "phone" and talk. Instrument can be placed between users' desks.

fortably handle 6,000 words per day. The average dictator, without too much experience, talks at the rate of 80 words per minute, including thinking time. This means that the central recorder will be busy for an aggregate of some 75 minutes per day, or approximately 1½ hours. Considering that there are eight hours or 480 minutes in a working day, this means that the central recorder will be busy for less than one-sixth of the total working time of one day.

Moreover, exhaustive studies have shown that the average dictator dictates an average of three to five letters per day. It has also been found that the average American business letter is 150 words long—about two minutes of dictating. Again, on the average, a man will pick up his phone twice to dictate these few letters. Therefore, remembering the sixto-one odds, it can be seen that a man will encounter his first busy signal either toward the end of the third or somewhere during every fourth day—and then will have to wait only from one to two minutes before the machine is free.

In firms with more than one network a selector switch permits a dictator to transfer to an open line when his own is in use.

What About "After Hours?"

Since the recording station must be manned by a typist to change records or belts when they are filled, after-hours' dictation becomes a problem. There are two ways to handle this. If the central recorder is located close to the dictator, he can handle the change himself since a signal warns him when a change is needed.

Many users find it more feasible to have a "floating" individual machine available for late work or takehome use.

In the case of the man who is not typical, an individual machine is usually the best answer.

The Girls Like It

On the receiving end, the typist knows exactly how much work she has on hand and gets her work evenly spaced throughout the day. In most installations a typist will handle all of the dictation from seven men. In one large insurance company, however, three full-time operators now transcribe dictation from 54 dictators in a single department.

Because productivity is so easily measured, some companies give special salary considerations to unusually efficient typists.

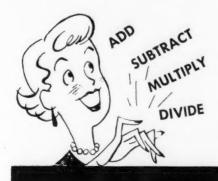
One interesting development of network dictating is the trend toward setting up departmental circuits. A single recording station is established for each department. The operator has constant personal contact with the men whose work she handles. What's more, since technical vocabulary peculiar to a given department is generally the same, it makes the recorder's job much easier and requires less spelling on the part of the dictator.

What Users Say

While large companies claim the greatest savings, the network principle is feasible in an office with as few as three dictators. Since a single department in a large company can be compared with a small business, here are some facts produced by an eight week test in one department of a large corporation. "Low volume dictators have been using this system," the methods department of the corporation states, "thus eliminating hand written memos and scroll letters. Dictators have received their transcribed work in an even flow and have not had any letters delayed due to the load in central stenographic. Letters are returned the same day, or early the following morning if dictated late the preceding afternoon. We now have all work returned in a shorter time than it took a rush letter to get to central stenographic and return. There has been a great decrease in the number of errors in the transcribed work.

"By the installation of the system we have accomplished a reduction in permanent investment as follows: using a ten year wear-out period, the savings is \$1,746, or 61% less than our old system. Maintenance savings were \$52, or 46% less." Clerical time was no factor in this study since one girl handled transcription before and after. It is interesting to note, however, that during the eight week test only 78% of her time was taken in transcribing, typing and proof reading. Better than 10% of her remaining time was used productively on other jobs!

In assessing the savings to be gained from a network dictating system, measurable profits are only part of the story. As is true of most modern methods used by a progressive business, the greatest dividend is a matter of better management and administrative control. Measurable savings are the great "justifier", but the additional factors of improved morale and operational efficiency should not be ignored.



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Here is the complete electric calculator; of course, multiplication and division are fully automatic. Yet the keyboard is so compact that anyone can learn it in 15 minutes.

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[Circle 270 for more information]

Make your own business sound films

A new 16mm motion picture projector which records and plays back sound by means of a stripe of magnetic material on the edge of the film has just been announced.

A new process has been developed to permanently coat film for magnetic sound. When the film is projected, sound can be recorded and "stored" on the magnetic stripe, ready for instant playback. Commentary can be erased and re-recorded an unlimited number of times.

For those who already have conventional sound films, there is a new way to make them more versatile. The company will apply a magnetic sound track to such films so that the permanent sound is preserved. Thus, two different commentaries can exist side by side on the same film. The permanent message on a sales film, directed to the customer, can be supplemented by a magnetically recorded message telling the dealer how to sell the product.

This new system brings sound movies well within the reach of small business. A small manufacturer, according to the company, can make his own ten minute sales or training film in sound and color for an out-ofpocket cost of about \$200, including film. Made professionally, a similar



film would cost a minimum of \$3,500. The new projector, which plays conventional sound films as well as making and playing magnetic recordings, costs \$699.00.

For more information please Circle number 285 on the Reader Reply Card.

How dangerous is it to "close your eyes"

to these 4 facts about record protection?

(So dangerous . . . it could put you out of business!)



It's dangerous to ignore the fact that 43 out of 100 firms which lose their accounts receivable and other business records in a fire



It's dangerous to close your eyes to the disastrous fires that do occur in "fireproof' buildings. Such a building simply walls-in and intensifies a fire inside an office.



It's dangerous to trust an old safe-or any safe without the Underwriters' Laboratories, Inc. Label. They often incinerate records when temperatures get above 350° F.



It's dangerous to overlook the clause in your fire insurance policy that says "proof-of-loss must be rendered within 60 days." How could you . . . without records?

Isn't the risk too great?

Find out, today, how little it costs to protect your records—and your business future—with a modern Mosler "A" Label Record Safe. It's the world's best protection. Meets and exceeds the independent Underwriters' Laboratories, Inc. severest test for fire, impact and explosion.



Designed by Raymond Loewy . . . the new Mosler "A" Lobel "400" brings distinguished beauty to any office . . . together with new convenience and security features, in-cluding: new "Counter Spy" Lock and new "Instrument Operations Panel" with dial and horizontal handles at

IF IT'S MOSLER . . . IT'S SAFE

World's largest builders of safes and bank vaults . . . Mosler built the U. S. Gold Storage Vaults at Ft. Knox and the famous bank vaults that withstood the Atomic Bomb at Hiroshima

Consult classified telephone directory for name of the Mosler dealer in your city, or mail coupon now for informative, free booklets.

THE MOSLER SAFE COMPANY .	Dept.	MM-5,	Hamilton,	Ohio	
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Please send me (check one or both):

- ☐ Free booklet giving the latest authentic information on how to protect the vital records on which my business depends.
- ☐ Illustrated catalog describing the new Mosler "A" Label "400 Series" Record Safes.

FIRM NAME_ ADDRESS

ZONE___STATE_

[Circle 255 for more information]

You can buy a calculating machine for about \$100. You can also pay close to \$900 for a desktop calculator. Obviously, this vast spread in price indicates that something more than quality is involved.

The market in calculating machines is competitive enough that the buyer can generally expect to get his money's worth whatever he pays. The danger lies in buying the wrong machine for the job to be done.

But even when you clearly understand "how much" the machine must deliver, there's a decision to be made as to what *type* of keyboard you need. These vary from full-bank machines to simpler 10-key keyboards—and the chances are one will do your particular job better than another.

Selection is further complicated by the fact that few using companies can standardize on any one machine. The payroll department, for example, requires one type. The engineering department needs another. On certain applications, a printed tape is desirable. On others, it is superfluous. Each individual choice must be jobrated.

What management should know

About Calculating Machines

TO GET THE MOST FOR YOUR MONEY MATCH THE MACHINE TO THE JOB

What is a Calculator?

Before discussing points to consider in purchasing a calculator, the word should be defined and redefined. The National Dictionary defines a calculator as "a machine that computes or reckons." Modern businesses only consider calculating machines as those which are basically designed for multiplication and division with the secondary functional capacity of addition and subtraction. Therefore, regular adding machines which are primarily constructed for addition and subtraction are not covered by this article, whereas "printing calculators" which are basically adding machines but contain extra features to facilitate multiplication and division are included. Also, key-driven addingcalculators are included.

Factors in Selection

Before getting down to the details of purchasing your next calculator and becoming involved in actual machine demonstrations and trial tests of equipment, consider these general calculator requirements first:

- 1. What is the primary use of the calculator—addition, subtraction, multiplication, division, general calculating?
- 2. What is the secondary calculating use? For example, the key-driven adding-calculator is most suitable for addition and multiplication.
- 3. Is the machine to serve one or more functions in your office? In other words, do you require the regular use of an adding machine that can also

handle your limited calculating problems? Printing calculators answer this requirement in most cases.

- 4. Is the calculator to be called upon to work mostly with small figures, several digits or large figures?
- 5. Is a printed tape and a permanent record required or highly desirable? Only the printing type of calculating machine provides a tape.
- 6. Is it necessary to make a great many pencil or pen notations while calculating? Perhaps a simple 10-key keyboard which can be operated by one-hand touch system, leaving the writing hand free, is most practical.

GUIDE

1. PRINTING CALCULATORS

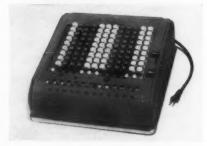


These machines feature: 10-key, three-bank adding machine keyboard . . . electric operation . . . printing tape record . . . 99,999,-999.99 (10 figure) total to 999,999,999,999.99 (14 figure) total. You can select alternate features, dependent on make of machine: semi or fully automatic models . . . with or without automatic credit balance . . . with or without automatic and short-cut multiplication . . . with or without wide carriage. Whereas the narrow carriage permits printed recheck of any operation at a later time and eliminates need for reruns for proof purposes, the wide carriage can be used to prepare elaborate statements in final form, eliminating transcription, separate posting, etc., and is

excellent for statistical, and wage reports.

These machines, being basically adding machines, are ideal for many smaller offices which might require a combination adding-calculating machine. They offer other advantages: require no special training to operate . . . give supervisors visual check of work done by inexperienced clerical help . . . permit touch calculating. On the other hand, the separate printing action, reduces potential speed of the machine, but increase in operator speed tends to counter-balance the loss. In many types of calculating, speed is vital, and a tape is a handicap rather than an asset. Prices range from about \$450 to \$700.

2. KEY-DRIVEN ADDING CALCULATORS



These machines feature: full keyboard . . . 99,999,999.99 (10 figure) total . . . simple, built-in dustproof construction with no moving carriage. You can select alternate features, dependent on make of machine: manual or electric . . . 99,999,999,999 (13 figure) total model is available for large figure calculations

These machines are extremely fast in the hands of a specially trained, experienced operator, for addition and in small multiplication and division involving figures of less than five or six digits. Ideal for computation of time, weight, measure or foreign currency. On the other side, these machines are rather complicated in the division operation. They do require the use of two hands for top speed. There is no way to check entries; you can only read the answers.

Prices range from about \$250 to \$550 for manual models, \$500 to \$800 for electric models.

3. FULL-KEY KEYBOARD ROTARY CALCULATORS

These machines have the major advantage of offering you a wide selection of features: 72- or 90-key keyboards, with or without separate keyboards for multipliers . . . manual or

electric . . . semi—or fully automatic . . . with or without visible setting dials to check entries . . . 99,999,999,999,999.99 (16 figure) total to 999,999,999,999,999,999.99 (20 figure) total . . . with or without split dials for separate clearance of right or left part of keyboard.

USERS



These calculators are designed to perform complex and large computations and are capable of making any single or combination of calculations at a hight rate of machine speed, wherever a result on tape is not required. Because no special fingering technique or training is required, these machines can be used efficiently by both clerical and engineering employees. Normal calculations do not require a trained operator. However, these machines do become quite complicated

- 7. Is portability important? Some hand-operated, smaller capacity calculators are so compact and light in weight that they can easily be moved from desk to desk or office to office, as needed.
- 8. Is high speed essential? If so a fully automatic calculator can be important. If not, substantial savings can be made by purchasing a manual type.
- 9. Have you skilled, semi-skilled or comparatively inexperienced operators? Some excellent calculating equipment is quite complex; some even require well trained operators for efficient performance.

Having checked your general calculator requirements, one good approach to making a money-saving, time-saving and labor-saving purchase is to carefully detail in writing the answers to the above questions, including a list of the forms used, if any.

These answers should fairly accurately *job-rate* the type of calculating machine to meet your specific re-

quirements for every department, every calculating problem.

Of course, a large organization might logically pre-determine a need for several different types of calculators, even within the same department. For example, a leading insurance company which operates hundreds of business machines, including dozens of electric typewriters, adding machines and fully automatic calculators, finds a positive need for more than 40 manual, ten-key calculating machines. Their agents require a calculator that is simple to use, easily portable and does not require an electric outlet to operate.

Also, a maximum return on your investment can only be realized when a machine is in use as much as possible. The best machine is theoretically 100% efficient, 100% of the time. Yet in a recent survey of adding-calculating equipment in a big corporation, it was found that full-time operators were using older, manual calculators, some in poor condition, while other operators who used their machines only an hour or two a day, were provided with new electric machines. This situation existed

within a single department!

Consideration should be given to the possibility of performing work in a central calculating section where adjacent and even portable machines that can be moved in and out of the section are fully utilized.

All qualified personnel who operate calculating equipment should be consulted since they are often more familiar with the specific details of the types and makes of calculating machines than those interested in approving the purchase. You will have to judge for yourself the reliability and extent of knowledge of the people involved in the analyses, demonstrations, and tests, in assisting you toward a purchasing decision.

Help for the Buyer

Most manufacturers of calculating machines will provide a Training Representative to make a job analysis and devise the best methods of calculations, using their particular type and make of calculator. They will assist in training operators, also teaching them "little but important tricks" that can be used to advantage on their machines.

CALCULATING MACHINES

when it is necessary to solve the more difficult calculating problems. This is partially compensated for by the large number of office workers who are familiar with this type of equipment, and the willingness of the manufacturers to assist purchasers in educating their employees to proper machine performance. Although the machines themselves operate at a high rate of speed, operators may add to the overall calculation time by not being able to use any easy touch system.

Prices are about \$300 for manual models, and range from \$400 to \$900 for electric models.

4. TEN-KEY CALCULATING KEYBOARD



These machines feature: 10-key, two-bank calculating machine keyboard . . . visible setting dials to check all entries . . . complete tens transmission . . . simple, built-in dust-proof construction with no moving carriage. You can select alternate features: manual or electric models . . . semi-automatic or fully automatic . . . 99,999,999,999.99 (13 figure) total or 99,999,999,999,999,999.99 (19 figure) total . . . with or without automatic short-cut multiplication.

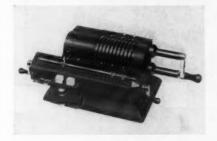
These machines are good for computation work up to their full capacity, and where no tape is required.

Rapid calculating is possible by one-hand touch operation. No training is required. Because of fast setting, machines are good for addition and subtraction, where no printed tape is required.

They are about the fastest of all calculators in multiplication, and fast in division if the operator uses a touch system to set up the computations. Their general construction makes them light and portable for movement around the office.

Prices range from \$175 to \$275 for manual models, \$375 to \$550 for electric models.

5. LEVER SET CALCULATORS



This type of calculator is much better known in countries other than the United States.

Levers are used instead of keys in the setup mechanism. Because of slower lever setting, these machines are not very suitable for addition or subtraction.

These machines, however, are capable of making any single or combination of complex calculations, where no tape is required, up to 20 figure total, dependent on make and model.

They come in both manual and electric automatic models, with or without tens carryover in multiplier dial and with or without visible setting dials.

Prices: \$100 to \$200.

Should Your Company start a Pension Program NOW?

We can't answer that question for you, of course.

But we do know that present tax laws and recent rulings of the Wage Stabilization Board in regard to company contributions, make this a particularly advantageous time to begin a qualified pension plan. Why?

- Because company contributions are tax deductible . . .
- Because the income earned by such a plan is tax-free...
- Because a dollar deposited in a pension fund buys a full dollar's worth of benefits while the same dollar in profit might be worth only 18¢ after taxes . . .
- Because employees pay no tax on benefits until they begin receiving them...
- Because "past-service" costs may be heaviest during the first 10 years of a fund's operation, and high tax periods are ideal for amortizing them . . .
- Because employee benefit plans are becoming more and more essential in securing an adequate working staff.

So if you've been thinking of starting a pension plan yourself—but don't know quite where to begin—perhaps we can help.

Not that we're pension plan experts . . . or trust fund administrators either.

But over the years, we have worked pretty closely with both and acquired some understanding of basic fundamentals, which we have just summarized in our new booklet, "Private Pension Funds".

If you think this booklet might be helpful to you, we'll be happy to mail a copy—with no charge, of course. Simply address—

Pension Fund Department MT

MERRILL LYNCH, PIERCE, FENNER & BEANE

70 Pine Street, New York 5, N. Y.
Offices in 97 Cities

[Circle 264 for more information]



design Better design could save \$2094 a year

Many forms are in use today which have improper, time-consuming elements which delay the operator and add waste to the payroll. Whenever you interrupt work-continuity for "stop and start" adjustments, concentration on the productive typing operation is affected.

The form illustrated here has been in use for many years by one of the nation's largest firms, during which thousands of dollars in payroll time could have been saved. First, observe the cross rules that force the operator to space with extreme care (as compared with the "over-printed" boxes at the bottom, where double spacing allows more freedom of action and improved references).

To "hop" over printed items in the heading, 55 space bar actions are required as tabulating stops cannot be used effectively. These could be eliminated by arranging items across the form in the manner used at the bottom, saving 3.3 hours per M.

Seventeen line spacings are required in the heading, which the above suggestion would reduce to 12, with a saving of 5. Now, assuming

the average number of lines in the body to be around 7, the typist must make 18 single spacings to reach the typing area below. If these items were placed in the heading, the form would be completed with the final item in the body. Thus 23 line spacings can be avoided: 6.4 hours released!

Total time released: 18.7 hours. At \$1.12 per hour, this amounts to \$20.94 per M forms.

The annual value of time released for productive work on 100,000 forms: \$2,094.00.



MEET A REVOLUTIONIST!

It's your new Rotor-File . . . and it's starting revolutions in office efficiency all over the country by saving up to 50% of the time usually required to handle live files.

Rotor-File solves your problems of clerical production by bringing over 100,000 8" x 5" record cards to the fingertips of a single seated operator . . . smaller or larger records in

WASSELL ORGANIZATION, INC.

WESTPORT 9. CONNECTICUT

Without obligation, I would like details on

Please attach to your business letterhead

proportion . . . all standard and special sizes of records and folders accommodated with equal ease.

Your records are filed in removable trays on rotary tiers. Any record tray swings at a touch to the V-opening for clear accessibility to ALL records.

Rotor-File saves clerical time and fatigue by

eliminating wasted motions and steps . . . in cycle billing, inventory, purchase control, credit records, accounts receivable, correspondence, tabulating cards, and even addressing plates.

Write today for full details on the savings Rotor-File can make for you.

4 WASSELL EXCLUSIVES

(Type of Record)

PRODUC-TROL ROTOR-FILE INSTALVELOPE SIGNALOK

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This form is actually 11 inches long. Revisions in design, as described above, could produce a saving of almost \$21.00 for each 1000 forms processed.

Rotor-File for ..

NAME



A Ferris Rotary File does save time and work! It eliminates searching, bending and stooping for cards...gives 50% greater filing capacity at less cost! See the sensational new Ferris Rotary File today! It's on display now!



- Compression block for tabulating cards!
- Rotary Trays lock in position . . . cannot roll back!
- Instant removal of one card or a full rack!
- Finger-tip control . . . locking slide cover!

See your DEALER or write . . .

FERRIS BUSINESS EQUIPMENT, INC.

244 Great Meadows Road Stratford, Conn.

[Circle 265 for more information]

METHODS thought 6) starter

Automatic ticket-issuing machine announced

An entirely new kind of automatic ticket-issuing and accounting machines for the transportation field, with important potential applications for other types of businesses, has just been announced. Installed at ticket widows, the new machine will automatically print tickets to any destination from blank stock, showing the date, serial number, fare, type and class of ticket. This replaces the preprinted ticket method formerly used. The machine not only speeds up ticket selling, but also provides complete and accurate information for accounting purposes. It will keep a record of all tickets sold and will maintain running totals of fares which can be taken from the machine in printed form at any time without interfering with its operation.



The new machine operates as follows: the ticket seller merely selects the proper plate from a rack and inserts it. The machine then instantly prints the complete ticket, showing station of departure and destination, plus all other pertinent details. The machine itself maintains a complete record of each ticket sold, including serial number, seller's identification, whether sale is cash or credit, fares and taxes collected, and other information necessary for auditing and statistical purposes.

For a detailed brochure outlining actual case history experience on accounting, cash balancing, and statistical applications, please Circle number 295 on the Reader Reply Card.



There's More Here Than Meets The Eye!

Here in this secretarial chair is the smart appearance you want in your office. But more than that the Harter E 15-R chair has the correct rigid back posture design that fights fatigue and actually

increases office efficiency. Five simple handwheel adjustments fit this chair exactly to the person using it. The E 15-R is a useful tool in building employee morale.

The long life assured by Harter all-steel construction will please the man who signs the checks. You can get the

E 15-R in finishes and upholsteries to complement any office decor. Write for informative booklet, Posture Seating Makes Sense.

HARTER CORPORATION, 505 Prairie, Sturgis, Michigan



HARTER

POSTURE CHAIRS STURGIS, MICHIGAN

(Circle 258 for more information]

PRODUCE RESULTS LIKE THIS:-

The International Salt Company, Inc., Scranton, Pa., reports:

"Our experience with VISIrecord equipment in our Accounts Receivable Department has been a most satisfactory one, fully justifying the change from vertical 2-drawer mobile files. We have found that VISIrecord has speeded up our posting because of ease of handling, necessary with women; flexibility, especially when accounts are 'in and out buyers'; and the visible account headings, which make for efficient filing and posting. Offset horizontal filing of cards assists us in the use of monthly statements, keeping them much cleaner and more presentable."

"We would be very happy to recommend your VISIrecord equipment for a procedure such as ours!"

VISIrecord Visible Records save time, labor and money on Accounts Receivable systems whether they are conventional Ledger, Unit Invoice Control, of systems requiring special control handling.

For additional information, write: -

VISIrecord, Inc.

Copiague, Long Island, New York

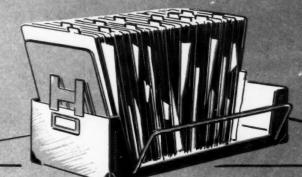
[Circle 268 for more information]

DO 17 -- when Non-Productive Accounts Receivable Costs can be cut 50%, and vital management control as THIS WAY?

Time consuming "search" for the desired record in blind files wastes valuable operator and machine time. Time waste and errors are especially prevalent in the location posting, and refiling of ledgers having similar names. From 50% to 70% of Accounts Receivable operations are spent in non-productive paper handling, and record location prior to and after posting.



Pre-sorting and stuffing operations are methods used in an effort to cut record "search" time, and to keep records current at end of the month peaks. Such methods still necessitate the use of costly clerical time, and laborious sorting procedures. Reference to stuffed ledger trays is difficult. Removal of the ledger can cause posting media to become mis-filed and ultimately posted to the incorrect ledger.



Statement addressing is a problem.

Slow typing methods increase non-productive labor cost, transcription errors are numerous. Automatic addressing equipment is expensive in initial cost and expensive to maintain. These methods complicate and delay end of the month postings until statements are addressed and balances carried forward.



Delinquent account follow-up is difficult, as signalling procedures are ineffective due to the necessity to thumb the tip of the cards to locate the desired record. Taking of monthly schedule of accounts is burdensome because every card must be handled. Why destroy the efficiency of modern bookkeeping methods with old fashioned record keeping equipment?

VISIrecord echelon filing exposes all indexes and balancessignalling procedures are easy. The selection of inactive
accounts by scanning is simple. Addressing follow-up notices or
sales promotion notices directly from the ledger affected,
requires but a few seconds with VISIriter. Delinquent
lists or sales follow-up lists can also be prepared for
Management with the same ease. VISIrecord tools are simple
and easy to handle. They involve a modest investment
which returns itself many times over, due to the
increased efficiency obtained through their use.

trol assured with

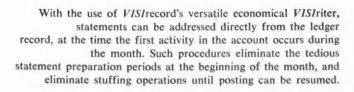
VISIrecord

VISIrecord's visible ledger location eliminates "search" time and increases posting speed. The visibility of both names and addresses simplifies the location of similar name records. Posting speeds of four or more records per minute are common with VISIrecord—Merely Flick the proper index, Pick the proper record and Post.

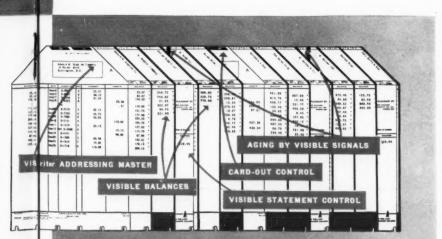


VISIrecord eliminates stuffing operations. Instant record location over thousands of records permits random postings at top machine speed from unsorted posting media. VISIrecord is more compact. This cuts housing costs, because space is no longer needed for stuffing operations.

Clerical costs go down, production is doubled.







Partial list of VISI record Accounts Receivable users.

- 1. G. E. X-ray Corporation Milwaukee
- 2. Rohm & Hass-Philadelphia
- 3. International Salt Company Scranton
- 4. Ford Motor Company Detroit
- 5. J. M. Huber Corporation-New York
- 6. Ampco Metal, Inc.-Milwaukee
- 7. Pennsylvania Salt Co.-Philadelphia
- 8. Schlage Lock Co.-California
- 9. Columbia Ribbon & Carbon Co.-New York
- 10. Sunbury Community Hospital Sunbury, Pa.
- 11. General Binding Corp.-Chicago
- 12. Seymour Fabrics New York
- 13. Goshen Labs.-Goshen, New York
- 14. Certain-Teed Products-Philadelphia, Pa.
- 15. Kimberly-Clark Corp. Wisconsin

ADDRESS DIRECTLY FROM THE RECORD CARD WITH — VISITIE

5 times faster than the fastest typing.



Draw moist felt quickly over the surface to be imprinted.



Drop VISIriter master in place and run roller over it once.



Result is clean, clear copy.

And you get over 100 copies from a single master!

For additional information, write: -

VISIrecord, Inc.

Copiague, Long Island, New York

[Circle 268 for more information]



How Wrong You Are { IF YOU HAVEN'T CHANGED YOUR IDEAS ABOUT DICTATING MACHINES

No bulk, no speaking tube, no cylinder, no disc-nothing old-fashioned about TIME-MASTER! For this is the 1952 idea of a dictating machine!

TIME-MASTER records your thoughts-your workthrough a microphone so small you cradle it in your hand and scarcely know it's there. You start and stop, record and play back your dictation at the touch of your thumb. TIME-MASTER is the size of a letterhead and only slightly taller than a pack of cigarettes.

Heart of the TIME-MASTER is the exclusive Dictaphone



"Magic Ear" transmits your voice for secretary with amazing clarity. Feather-light. As easy to wear as an earring. Leaves one ear free for answering telephone.

recording medium, the red plastic Dictabelt. Dictabelt is mailable (5 in a standard envelope) . . . fileable . . . easy to use and handle . . . and so inexpensive it's used once, transcribed and thrown away.

And how does your voice reproduce on Dictabelts? It's crisp . . . never muffled. Syllable-clear . . . never blurred. It's your voice at its best.

Electronics and plastics made possible this revolutionary dictating instrument. It's the masterpiece of Dictaphone Corporation, the industry's pioneer and specialist in providing the best in dictating machines, methods and service.

For ease of accomplishment, for dependability, TIME-MASTER is first choice wherever busy people must record and relay information and ideas.

Why wait to try TIME-MASTER? Heads of states, nations, corporations and universities are already using it-enthusiastically. The coupon is yours—and the time is now!



DICTAPHONE

THE GREATEST NAME IN DICTATION TIME-MASTER-The Modern Way to Dictate

"Dictaphone" is a registered trade-mark of Dictaphone Corporation.

DICTAPHONE CORPORATION, Dept. ME-52 420 Lexington Ave., N. Y. 17, N. Y. Please send me my free copy of "Time Itself.

Your Name Company. Street Address City & Zone

[Circle 260 for more information]

thought



Steel shipping containers become field offices

Steel shipping containers are being used increasingly by contracting firms for portable field offices, tool storage sheds, and dynamite lockers. Of welded steel construction, the containers have a capacity of 276 cubic feet and can be handled by cranes or lift-trucks. They're designed for transportation by river, rail, motor



and ocean carriers. The manufacturer says they are substantially less expensive to use than temporary wooden buildings which must be dismantled upon completion of every project. What's more, equipment can be shipped inside the containers.

For more information, please Circle number 293 on the Reader Reply Card.



Directory of Management Consultants offered free

Through the courtesy of the Association of Consulting Management Engineers, Inc., their 1952 directory is offered to METHODS readers free. More than a mere directory, this 84 page book devotes a page to each of its members, detailing facts about the company plus the services they offer. While many competent consultants

starters

are not members of the Association, the booklet offers an excellent guide to the management man who knows of no consultant and is seeking a list of reputable firms.

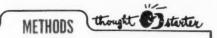
For a copy of this brochure, please Circle number 287 on the Reader Reply Card.



New payroll board speeds multi-posting operations

A newly designed and simplified payroll board which is also adaptable for accounts payable and accounts receivable work, has just been brought on the market. The manufacturer claims the new board reduces time of payroll preparation by at least 50%, and eliminates copying errors. The new design has materially decreased the amount of handling required before records can be written, thus increasing potential output.

For more information, please Circle number 290 on the Reader Reply Card.



Device for cleaning typewriter saves money

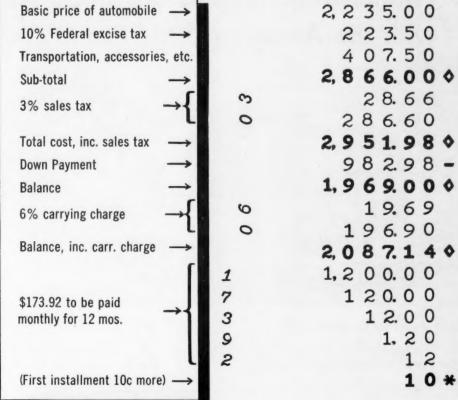
The New York office of Dun & Bradstreet, Inc., reports an estimated

(next page please)



may 1952

for example: installment sales Basic p





See how easy it is to calculate installment plans with one continuous machine operation, and to check the data on a printed tape. The Olivetti 14/51 also offers: credit balance; faster automatic short-cut multiplication using separate keyboard; automatic division; faster addition and subtraction, too, through standard ten-key keyboard plus 00 and 000 keys. No special operator training required. Olivetti Corporation of America, 580 Fifth

Avenue, New York 36. Over 270 sales-service

(Bold-face Figures and Symbols Printed in Red)

olivetti 14/51

stations in the United States.

fully automatic printing calculator

[Circle 276 for more information]

SPEED UP WORK! CUT DOWN COSTS!

Make Direct Copies of Almost Anything with the Amazing Desk-Top OZAMATIC!



Just Feed in Originals!

No Retyping, No Stencils ... No Negatives, No
Plates ... No Darkroom ... No Messy Inks!



Clean, Dry Copies—Instantly!

No Proof-reading... No Smudge or Distortion

... No Poor Carbons... No Drying.

CUT ORDER HANDLING COSTS!

One of hundreds of OZALID Uses

A Wholesale Hardware Firm* has one girl process 1,000 bills a day — nine times as many as before installing Ozalid!

A Drug Chain* keeps accurate, up-to-the-minute inventories with Ozalid!

A Radio Station* uses one clerk three hours to prepare bills that formerly required two clerks for twenty-eight hours!

A Grocery Chain* saves hours, increases accuracy and efficiency in copying weekly price lists!

A Manufacturer* uses Ozalid to save \$8,000 a year in procuring supplies!

A Big Department Store* cashes in on special discounts by using Ozalid to pay bills the same day merchandise is received!

CUT COPYING OZALID

* Names and details on request.

In five minutes any girl in your office can learn to use the compact, streamlined OZAMATIC! This desk-top machine makes positive, ready-to-use Ozalid copies up to 16 inches wide—any length you wish—at speeds up to 30 feet per minute. Your first copy is ready in seconds, or you can have 1,000 letter-size copies an hour at less than $1\frac{1}{2}$ ¢ per copy.

The Ozalid process copies anything written, drawn, typed or printed on ordinary translucent materials. Opaque copies require only a simple intermediate step. Larger machines are available for wider copies and greater production capacity.

Send today for full details or call the Ozalid distributor listed in the classified section of your phone book.

Johnson City, N. Y. A Division of General Aniline & Film Corporation. "From Research to Reality."

Ozalid in Canada — Hughes Owens Co., Ltd., Montreal.

[Circle 259 for mo.e information]

saving in the neighborhood of \$2,000 a year on the maintenance of 276 typewriters in their offices. By using a small dry rubber tool, instead of liquid cleaners, typewriters type may be kept in perfect condition with a minimum of effort. The fact that no cleaning fluid is needed is particularly important for use on electric typewriters where certain solvents have a tendency to damage lubricating oils required to keep the equipment working smoothly.

For more information, please Circle

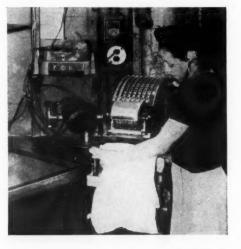
For more information, please Circle number 292 on the Reader Reply Card.

PRODUCTION thought Stateter

Another "blue shirt" case for mechanical dictating

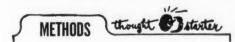
The Regal Laundry, in Baltimore, reports an ingenious use of dictating equipment to speed the marking and sorting of customers' bundles. Overall, they estimate that the two operations are handled 75% faster and more accurately than before.

As the illustration shows, the dictating equipment is being used in combination with a Phantom Marking Machine (ultra-violet light). As the operator picks up, and marks a piece of laundry, she says the name of the piece being marked. This is recorded and later transcribed and becames the basis for billing the customer. By means of a Micro-Switch and a pneumatic device, the dictating machine is automatically turned on when a piece is marked. Elimination of errors in checking in bundles has been made possible. For example, it is unlikely



that a girl will pick up a sheet and say "pillow case," which can happen in the use of listing machines, in common use in laundries.

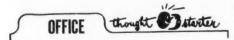
For more information about this application, plus data on how it may be applied to other types of businesses, please Circle number 297 on the Reader Reply Card.



Card filing device mechanizes record handling

In large card filing installations, employee turnover is excessive because of the fatiguing nature of the work. The equipment described in detail in a new brochure operates on the principle of delivering the cards to the clerk with resultant savings in physical effort and a corresponding increase in productivity. A detailed list of applications by type of business is included in the booklet, together with detailed specifications of size and capacities.

For more information, and a copy of the new brochure, please Circle number 289 on the Reader Reply Card.



Printing press feed on mimeo-duplicator

A new duplicator has recently been placed on the market, which feeds (next page please)





"Think Miss Hardway might be offended?"

There's a big difference in business forms, too!

(a difference in what they will accomplish for you)

Chances are, one business form *looks* very much like another. How, then, can you be sure of getting the *best?* Thousands of firms, including 93 of America's 100 largest, have found the way. They depend on Standard's "unseen specifications" — the specialized, manufacturing know-how you'd *expect* from the originators of marginally-punched continuous forms. They appreciate the quality of product that permits continuous, trouble-free operation of a system.

The analysis and planning that go into business forms make a big difference, too. Standard Register Men de-

velop better-working papers on the basis of a complete and practical System Analysis. They design such forms to minimize clerical operations.

Standard Register Engineering has developed the most complete line of superior forms-feeding and handling devices to enable you to simplify the entire *process* of producing written records.

If you have a paperwork problem, let us show you how important the difference in business forms can be. Just phone Standard Register in your city, or write The Standard Register Company, 5105 Campbell St., Dayton 1, Ohio.



STANDARD REGISTER

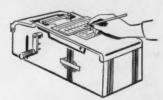
Business Forms and Utilizing Devices

ORIGINATORS OF MARGINALLY-PUNCHED CONTINUOUS FORMS

[Circle 261 for more information]

B

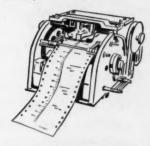
PAPERWORK SIMPLIFICATION: What happens when better business forms are scientifically applied,



Dupli-Card Register reproduces set of operating records for all departments concerned when a tabulating card is handwritten as the original. System gives clock manufacturer exact inventory control, substantial saving of clerical work. (PS. 26)*



Automatic Line Finder on electric typewriter with Registrator Platen, Kant-Slip continuous forms, enabled lumber company to double production of invoices per operator-hour. (PS. 24)*



Kant-Slip Continuous Forms are made to operate as pressure switch calibration charts in ingenious recorders demanding accuracy of the highest order—a striking tribute to business forms manufacturing precision. (PS. 25)*



Unit Zipset 10-part productionshipping-billing combination form reduced 6 separate record-writing operations to 2, affords complete control to firm with office and plant 600 miles apart. (BA)*

*Name and full story on request. Write Standard Register.

KEE LOX, Dupli Packet



For Continuous Form Billing

Dupli Packet

Saves Time and Money Gives You Better Carbon Copies

FOR USE ON FANFOLD FORMS OR OPEN WEB FORMS. EASY TO OPERATE, CONVENIENT, REDUCES CARBON COST. MADE WITH THE RIGHT CARBON TO GIVE WRITE COPIES.

Use of **Kee Lox Dupli Packets** saves considerable time and permits work to be done with greater ease and accuracy. One loading of the forms with **Kee Lox Dupli Packet** enables the operator to write as many as 3,000 invoices before a new set needs to be installed. Your complete satisfaction in the use of **Dupli Packets** on all continuous forms having an original and as many as ten Copies: is a Kee Lox guarantee.

Users find **Dupli Packets** give them better Carbon Copies at lower Cost than any other method. A trained Kee Lox representative will help you get started.

KEE LOX MFG. Co.

Rochester 1, N. Y.

Offices in all large Cities in U.S.A.

MAIL the COUPON TODAY. THANKS

Send us a set of your continuous forms, or tell us please the number of plies and size you use and we will send to you **Free** one **set** of Kee Lox Dupli Packet correct for your System for Trial. (MET.)

Send to

Address

City

Signed by

sheets in the manner of a printing press, with the conveyor belts carrying paper stock to a side guide and registering it as it travels toward the printing cylinder. The manufacturer claims that positioning adjustments enables such accurate register that the same sheet run repeatedly through the machine is printed exactly on the previous printing. Such accuracy makes possible very effective multicolor printing and mimeographing on pre-printed forms. Up to 12,000 sheets an hour can be processed.

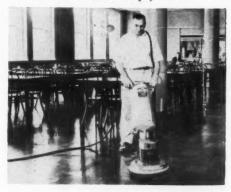
For more information, please Circle number 288 on the Reader Reply Card.



New floor care method saves time and money

A new asphalt tile preserver, used by a large Midwestern food processing firm, has reduced floor maintenance from a twice a month waxing to a once a year job. After a year's trial in the company's cafeteria where it was applied to a 4,000 square foot, six year old asphalt tile floor, the company reports their saving of 15 to 20 hours of floor maintenance time a month in this single room. Under the previous method, which required treatment of the floor twice a month, many additional hours of labor were involved and approximately \$200 worth of materials were used each year. This cost has now been reduced to around \$30 a year. They have also found that the floors are virtually non-slip after applying the new sealer.

For an informative 44 page brochure on floor maintenance, detailing this new product, please Circle num-294 on the Reader Reply Card.

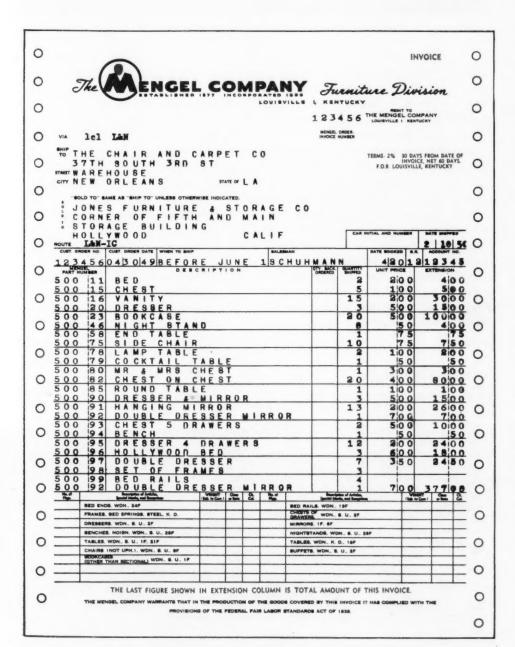


[Circle 271 for more information]



Are you getting orders out on time?

LOOK INTO YOUR ORDER AND BILLING METHODS FOR THE CAUSE OF SHIPPING SLOWDOWNS



Last three parts of this combination form are Bill of Lading. Note preprinted descriptions, classifications and package marks for easy completion of bill of lading information at second writing.

Anticipating an increase in orders, Mengel Furniture attacked their order booking, shipping, and billing system problem with a four-way plan of methods improvement. By combining forms, changing the sequence of a basic procedure, eliminating unnecessary forms and entries, and simplifying the writing method, they achieved what they set out to do. With the bonds of the old shipping procedure broken, a new system with flexibility as a prime factor was developed. Now they fill more orders faster-and with proportionately fewer people.

Prior to changing their method of booking, shipping, and billing orders, The Mengel Company typed a series of different multiple-copy carbon-interleaved forms, depending upon mode of shipment. Tabulating equipment played no part in this phase of the operation.

Here's how their old system worked.
Upon receipt, each order was edited, numbered, recorded in the Sales
Quota Book, and approved for credit.
At this point, two writings were made
in the Sales Department:

- (1) A two-part pre-printed Acknowledgment was filled in.
- (2) An eight-part Order-Booking set was typed.

The Shipping Department copy was forwarded to Shipping, thence to the shipping dock. When it was returned, indicating shipment was ready, determination of shipment method was made. Depending on whether the shipment was an LCL shipment or a carload or pool car shipment, two dif-

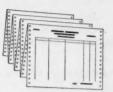


Snap-Easy Saves \$10,000 a year



By combining several related forms into one, for one writing, the John Doe Company* simplified their order-billing system. Result: two clerks do the work of seven, saving \$10,000 a year. *Name on request

Insurance company cuts overhead with Gavrin continuous forms



With Gavrin continuous Tab-Easy forms, a southern insurance company turns out six times as many checks and journal postings as before. Department costs have dropped considerably thanks to better forms design.



FREE: Address Dept. 6A if you have a complex form problem, and need help in form design plus fast delivery, see our dealer or write us directly. Send a copy of the forms you want re-printed or revised. Quotations to dealers and users without obligation.

Across the country • 30-60 day delivery



New Rochelle, New York
[Circle 275 for more information]



beats the Triple-threat "Squeeze"

- (1) OFFICE SPACE LIMITATIONS
- (2) OFFICE PERSONNEL SHORTAGES

(3) RISING OPERATING COSTS! Immediate and practical relief is offered by G/W

MORE WORK STATIONS in a given floor areaincreased individual worker efficiency fewer motions, faster work-these are the direct functional advantages of Techniplan equipment.

Techniplan, the original modular office equipment.

TECHNIPLAN allows you to "mold" your office to fit your needs, to provide expansion, or to meet changing needs. Standard interchangeable-interlocking units form any desired arrangement of work stations, provide any desired combination of work facilities fitted to the individual job. Rearrange Techniplan at will-without special tools or skill.

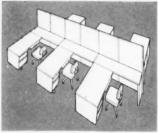
ALTHOUGH highly distinguished in appearance Techniplan is moderate in cost. Its simple, tasteful design, streamlined and modern, is expressed in warm, rich grains of natural walnut — displaying superb craftsmanship throughout.

GET THE FACTS - and Techniplan dealers' names; use the convenient check list request

Techniplan and 4000 other ways to better business originate with Globe-Wernicke; are sold and serviced by dependable G/W dealers, listed in classified 'phone books under "Office Equipment."



Two L-units form compact private office with ample space for two workers, using standard partitions.



Standard partitions, all wood or wood and glass, provide privacy and sound barrier.

CHECK this LIST for wanted informationpromptly furnished:

- TECHNIPLAN Facts
- Modern Filing Methods
- Visible Record Facts
- Special BIG Papers System

Check above, attach to your letterheadand MAIL - TODAY!



Cincinnati 12, Ohio

[Circle 256 for more information]



Eight-part INVOICE-BILL OF LADING is prepared on Electric Accounting Machine.

ferent procedures were used, making a total of three or four writings.

If an LCL shipment, an 11-part Invoice-Bill of Lading was typed by a Shipping Department Clerk.

If a Carload or Pool Car shipment, a 10-part Invoice was typed in the Shipping Department and a 6-part Bill of Lading was later typed in the Traffic Department. This set contained three extra Memorandum copies to be mailed to different warehouses affected by the shipment.

After the shipment was made, a copy of the invoice was released to the Tabulating Department to punch cards for running sales analysis reports.

Changing the Sequence

The Mengel Company executives felt that inasmuch as cards were punched after the basic paperwork was completed, why not punch them beforehand? Let the work of originating the order-invoice forms be done on a tabulator and thus eliminate the typing and computing. It was a natural!

With that idea and the help of a continuous-form manufacturer, the real job of paperwork simplification began.

Here is What Happened

Twenty-Six forms before—17 now: — by Changing the dual 11-part Invoice-Bill of Lading and 10-part Invoice-set, to a common 8-part Invoice-Bill of Lading.

- By reducing the 8-part Order-Booking form to 3 parts.
- By eliminating the pre-printed Acknowledgment.

Five writings were cut to three:

- By imprinting the words "SOLD TO" same as "SHIP TO unless otherwise indicated" and thus omitting the writing of "SOLD TO" name and address on 85% of the orders.
- by redesigning the Bill of Lading copies to carry preprinted descriptions, classifications, and package marks of principal products.

Days of delay in credit checking were saved by utilizing the principle

When order has been filled, typist completes the set of forms by entering shipping and bill of lading information.



of "management by exception": Credit would be automatically checked when order papers were filed in pending-shipment folders with the tabs color-coded for credit limit.

Typing bottleneck at the point of shipping was reduced to the mere filling-in of pertinent shipping and bill of lading information on the *Bill of Lading* copies.

New System Pays Off in Speed

With this new system, the Mengel Company finds speedier shipments are made with fewer forms and less paperwork.

Here's how it is done now.

After the Sales Department numbers and edits the order, it is forwarded to the Tabulating Department. Here, cards are punched and a 3-part Order-Booking form is run. After checking, the Shipping Copy goes immediately to the Shipping Department to fill the order. The other 2 copies-Customer's Acknowledgment and Salesman's Copy-are held temporarily, pending confirmation of machine totals. This is necessary for accounting control when forms that follow are run. The same punch cards, in the same order, with the same Order-Invoice number are re-used to run an 8-part Invoice-Bill of Lading. While the cards are held temporarily in the unshipped order file, the 8-part set goes intact to the Shipping Depart-

Here the 8-part set is filed in the

pending-shipment tub file. As these customer's folders have tabs color-coded for the credit limit, the orders are automatically credit checked when filed. Only an exception is referred to the Credit Department. Upon return of the *Shipping Copy* of *Order Booking* form, the 8-part set is completed by typing the bill of lading information. Copies are then separated and distributed as follows:

Copy 1 and 2 Invoice and Duplicate Invoice—held for copy 6.

Copy 6 Original Bill of Lading—then mailed to customer.

Copy 3—to Accounts Receivable Department.

Copy 4—to Tabulating Department to release punch cards to shippedorder file for sales analysis.

Copy 5-Salesman's Copy.

Use of the 3 *Bill of Lading* forms (Copies 6, 7 and 8) differs at this point, depending on whether LCL shipment or carload or car pool shipment.

If LCL, after carrier's signature, copies are distributed in the usual B/L manner with the *Original* to customer, *Shipping Order* to carrier, and *Memorandum* to Traffic Department.

In the case of carload or pool shipments, the *Shipping Order* goes into the car, and the old 6-part *Bill of Lading* set is still used as in the former procedure. However, the first three copies are used as information copies by the Shipping and Traffic Departments.

Credit is "automatically" checked while order is being filled—speeding shipment many days. Tabulated INVOICE-BILL OF LADING is here being filed, pending shipment, in swing folder file maintained for each customer in Shipping Department office. Color code on folder signals credit limit. Only in exceptional case is order pulled and referred to Credit Department.





Get the <u>inside</u> story before you buy any dictation system

When you bought your last car you looked "under the hood." And we urge you to do just that, before buying a dictation system. It tells you why Audograph's uncluttered, functional interior gives better performance. And why versatile Audograph increases office output up to 30%.

This superb engineering explains why ALDOGRAPH is lowest in cost of operation and in maintenance cost—as well as lowest in purchase price. You can flip up AUDOGRAPH's cover in a moment…look

things over. That clean, streamlined assembly means easier, less expensive service. Service report records prove it!

With Audograph, you'll soundwrite sales reports, memos, conferences, at your convenience. You'll double capacity for business action.

And Audograph's features make it a pleasure to operate. Disc holds a full hour's dictation. Single-lever control means no difficult adjustments. Many other exclusives, too. For the full story send the coupon today.

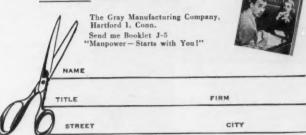
AUDOGRAPH

Features make it finest

AUDOGRAPH sales and service in 180 U. S. cities. See your Classified Telephone Directory under "Dictating Machines." Canada: Northern Electric Co., Ltd. Abroad: Western Corp. (Western Electric Co. export sefficies). 35 countries.

Ltd. Abroad: Westrex Corp.
(Western Electric Co. export
affiliate) in 35 countries.
Audograph is made by The
Gray Manufacturing Company—
established 1891—originators of
the Telephone Pay Station.

TRADE MARK "AUDOGRAPH" REG. U. S. PAT. OFF.



[Circle 251 for more information]

office design layout

Color can increase productivity

IT'S NOT JUST "INTERIOR DECORATING"-COLOR PAYS-OFF IN DOLLARS



Government office showing original illumination and surface brightness. After, note how light walls, floors and equipment reduce contrast, stop glare. Result: productivity rose 5.5% annually.



No one is in more urgent need of good lighting than a surgeon. For example, the average operating table uses lighting that produces about 2,000 footcandles, whereas a draftsman requires only 50 to 100.

It is somewhat surprising, then, to hear that a well-known surgeon some years ago complained that, while he could actually use *more* light while operating, he found it intolerable to stand the glare produced by the 2,000 foot candles he was working with. The lighting expert called in to help him solved the problem quickly by pointing out that it was *reflection and contrast* of light on the white towels used on the operating table that produced the glare—not the light source. When the towels were properly colored to a softer tone of grayish-green, glare was destroyed and the same 2,000 footcandles were made useful, efficient and comfortable.

The Businessman and Color

Let's translate the above example in terms of a business office. A carefully controlled test was made in a Government office of the effects of lighting and color on the efficiency of business machine operators. (See cuts). A typical office was first "re-lighted" using much improved lighting fixtures. Next, the room was repainted, with careful consideration given to glare and contrast factors. After analysis, it was discovered that employee productivity rose 5.5%, which represented an annual savings of \$13,229, or \$139.25 a year per employee.

While the improved lighting was the reason, basically, for the improvement, its value could not be realized until color conditioning was introduced.

Reflection vs. Contrast

You probably know that white walls and a white ceiling will *reflect* more light than those of a darker color. The two photographs on the next page show dramatically how, by adding colored paint to an interior, the lighting level in a factory was increased. Less generally known, however, is the fact that reflection can easily cancel out the beneficial effects of increased illumination simply by introducing too

Ceilings are out of range of normal vision, should be white or off-white, to reflect soft diffused light over the entire working area.

Most walls should be darker. The brightest area within normal range of vision should reflect no more than 60% of light.

be lighter. Desks. machines, floors should be neutral colors with a reflection value of 40% or more. This cuts down contrast.

Work areas should

Files can be "painted into" the walls. They should be the same color or a shade darker in order to avoid strong contrasts and distractions to

Light source is im-

same color may look

different under in-

candescent as com-

pared to fluorescent

Wall colors may make a small office look

larger, a narrow one

wider, and a long

one shorter.

colors since the

much contrast for the worker's eye to handle.

Automobile headlights are a good example of contrast in action. Headlights in the daytime don't disturb the eye. At night, when contrasted against the darkness, the glare is insufferable.



That's where color comes in! According to Faber Birren, an authority and independent consultant on the functional use of color, areas which are usually dark, such as desks, machines and floors should be neutral colors with a reflecting value of 40% to 60%but no more. This cuts down the contrast ratio within the normal range of vision and reduces eye strain. If equipment cannot be painted lighter, the general light level should be held fairly low to avoid contrast and resultant eye fatigue. Ceilings, on the other hand, being out of the range of normal vision, can be stark white for maximum reflection value.



BEFORE Poor illumination was not the only fault here. Lack of reflection produced dark, gloomy work areas.

What Color to Choose

In most cases, the color itself isn't too important. It is important, however, to choose your color on the basis of the lighting conditions to which it will be exposed. A given color can be changed radically by introducing incandescent lighting instead of fluorescent lighting.

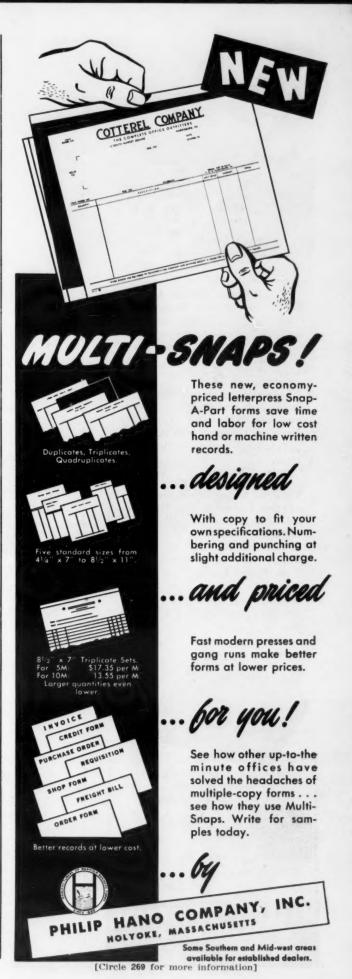
You can't judge how a color will look on a large wall area just from the small color chips which are usually available. A drab or unattractive chip may be very attractive on the wall. The attractive chip may turn out to be overpowering when seen in a large area. The important thing to realize is that too many different color schemes in the same building can produce an unpleasant and distracting effect.

Since good color conditioning costs no more than random painting, the wise businessman will take it into consideration, together with good lighting, as a proven way to increase office efficiency. Any of the large paint companies can offer expert assistance at no

For a free copy of a 32-page booklet on Color Conditioning, please Circle number 286 on the Reader Reply Card.



AFTER Ceilings were painted white, side walls light blue, trim medium blue, and machinery blue gray.





WHEN you dictate a letter on a Voice-Master Magic Disc, you can change what you said, simply by talking over the unwanted words. They automatically vanish . . . your new words take their place.

Thus your secretary hears perfect dictation. With no corrections to watch for, she breezes through each letter, gets it back to you in "record"

This is just one of the convenient, time - saving features of the Voice-Master, the dictating machine that "lets you change your mind." Write to-day for all the facts, including details of the introductory Test-Rental Plan.

Find out why 95% of the business people who try Voice-Master, buy it.



Please send full information about the Voice-Master to:

NAME COMPANY ADDRESS

MAGNETIC RECORDING INDUSTRIES 30 BROAD ST., NEW YORK 4

CITYZONESTATE

[Circle 267 for more information]

How much does it cost?

RESULTS OF MARCH SURVEY

The pattern is still consistent this month. Most businessmen underestimate the cost of business equipment. It can only be hoped that the true facts will not inhibit investigation of the cost in terms of dollars the equipment can potentially save them. That, after all, is the criterion.

While most men guessed low (fire extinguishers being a notable exception) a significant number of men

guessed high. Take the case of the electric typewriter. The median guess was almost exactly correct. This means that many of the businessmen think an electric is "expensive." Very possibly, in spite of the known ability of these machines to "pay for themselves" (see METHODS, March, 1952), a large segment of businessmen never investigate their use because they think the price is beyond them!

Participating Readers

- 20 Corporate Officers
- 14 General Managers
- 86 Financial Officers
- 8 Sales Managers
- 10 Production Managers
- 10 Purchasing Officers
- 26 Methods Directors
- 54 Office and Personnel Managers
- 16 Other



This electric typewriter actually costs: \$350



This portable modular office actually costs: \$500



This copy-holder actu-



This fire extinguisher actually costs: \$30

28% guessed low

10% auessed 315-280 9% guessed 280-245

2% guessed 245-210

7% guessed under 210

26% guessed high

11% guessed 385-420

4% guessed 420-455

1% guessed 455-490

10% guessed over 490

46% were correct

Answers within 10% of the actual price were considered correct.

Median estimate \$360 High estimate \$1000 Low estimate \$65

68% guessed low

11% auessed 450-400 9% guessed 400-350

11% guessed 350-300

37% guessed under 300

14% guessed high

1% guessed 550-600

1% guessed 600-650

1% guessed 650-700

11% guessed over 700

18% were correct

Answers within 10% of the actual price were considered correct.

Median estimate \$360 High estimate \$2500 Low estimate \$75

77% guessed low

11% guessed 42-37

12% guessed 37-32

8% guessed 32-27

46% guessed under 27

8% guessed high

1% guessed 52-57

1% guessed 57-62

2% guessed 62-67

4% guessed over 67

15% were correct

Answers within 10% of the actual price were considered correct.

Median estimate \$30 High estimate \$150 Low estimate \$3.50

32% guessed low

15% guessed 27-24

3% guessed 24-21 6% guessed 18-21

8% guessed under 18

59% guessed high

11% guessed 33-36

2% guessed 36-39

6% guessed 39-42

40% guessed over 42

9% were correct

Answers within 10% of the actual price were considered correct

Median estimate \$35 High estimate \$200

Low estimate

\$10

methods

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Underwood Corporation, New York Marschalk & Pratt Co., New York VISIrecord, Inc., New York Morton Freund Advertising Agency, Inc., New York	



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